

Gender Stereotyping and Leadership Challenges in Nontraditional Career Fields

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Let me introduce myself...







Now for my split
personality...







HORNET'S NEST

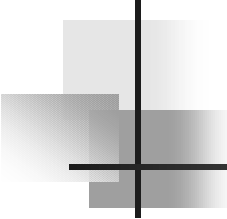
Missy Cummings



*The Experiences of One of the Navy's
First Female Fighter Pilots*



**We make snap decisions
& judgments every day
based on what little
information we see...**



Stereotyping

- We all do it
- It's a form of information management
- People make greater use of sex than race to categorize
- More prevalent when a minority is present, especially in a homogeneous, nontraditional environment
- Impact can be very powerful, especially in the workplace.



Thirteen Tips on Getting More Efficiency Out of Women Employees

**An excerpt from the July 1943 issue of
Mass Transportation. This was written for
male supervisors of women in the
workforce during World War II.**



Highlights of the 13 Tips

1. General experience indicates that "husky" girls -- those who are just a little on the heavy side -- are more even-tempered and efficient than their under-weight sisters.
2. You have to make some allowances for feminine psychology. A girl has more confidence and is more efficient if she can keep her hair tidied, apply fresh lipstick and wash her hands several times a day.
3. Do not forget that girls like to chat and gossip.



Typical Gender Stereotypes

Men

- Aggressive
- Unemotional
- Likes math & science
- Ambitious
- Competitive
- Self-confident
- Independent
- Role as a leader

Women

- Gentle
- Tactful
- Enjoys arts & literature
- Talkative
- Dependent
- Concerned about others' feelings
- Cries easily
- Need for security



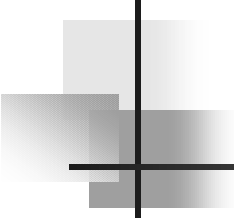
Typical Leader Traits

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But many women do fit those traits...

- Gender stereotypes are prescriptive
- Our culture rewards women who fit gender stereotypes
- Women who go against the mold:
 - Reaffirm stereotypes
 - Create subtypes
 - Threat to patriarchy and convention
- Leadership roles even more difficult



Some interesting studies:

- Nonverbal Cues
 - “For women, it appears that simply offering a substantive contribution is enough to elicit others’ displeasure.”
- Illinois Valedictorian Project
 - Demonstrated that men’s self-confidence increases in college and women’s decreases.
 - Lack of self esteem limits career choices



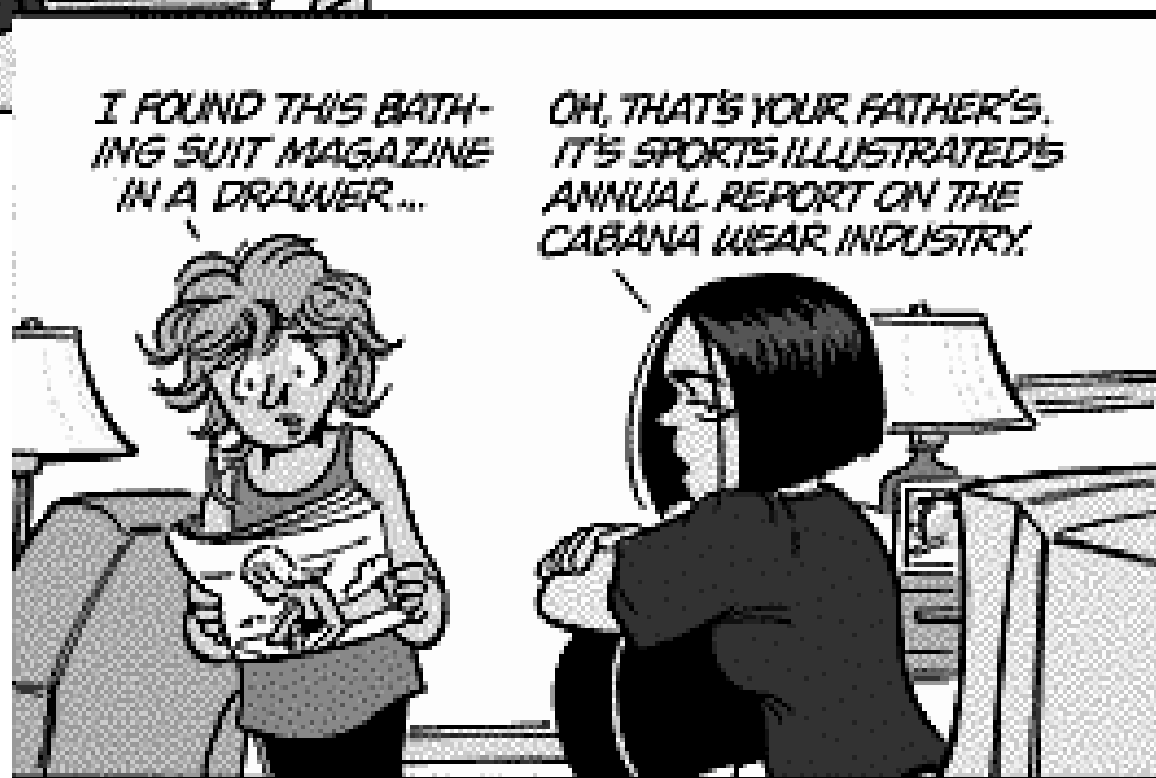
Impact & Consequences

- Impact of gender stereotyping on men and women
- Professional concerns



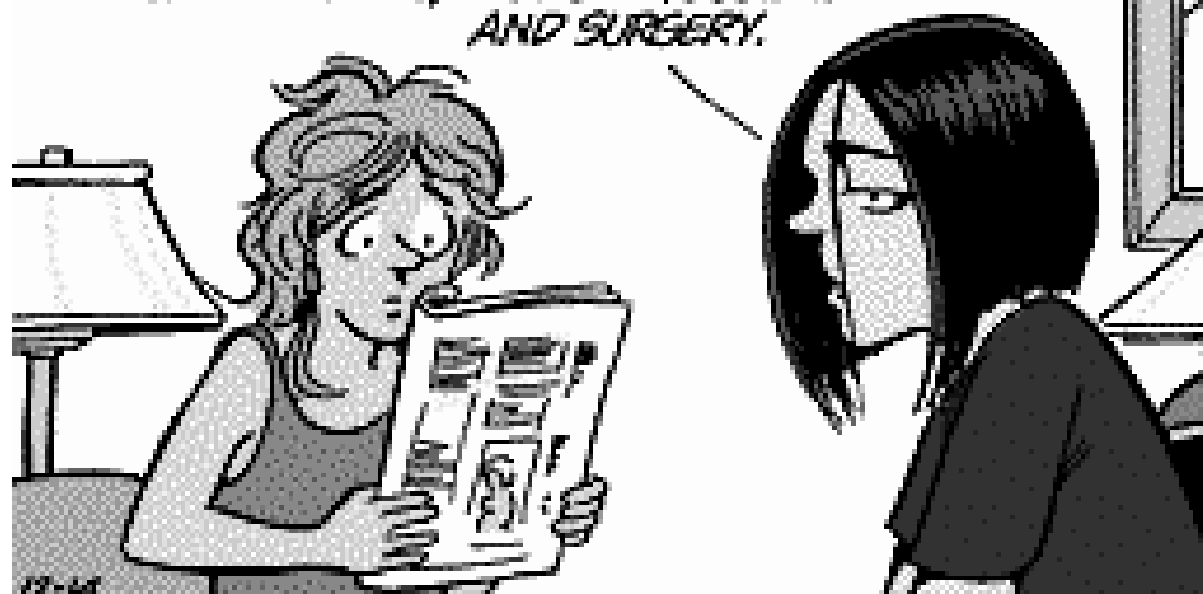
Impact of gender stereotyping on men and women

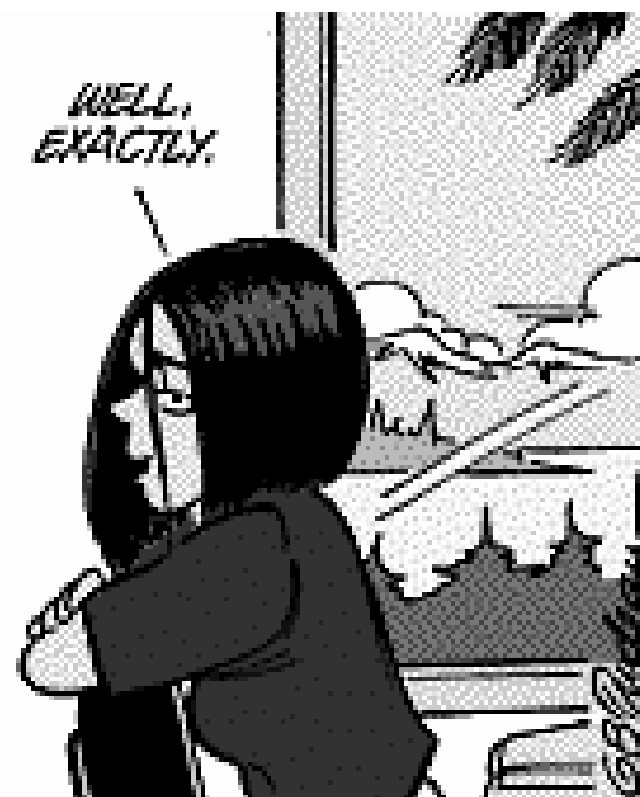
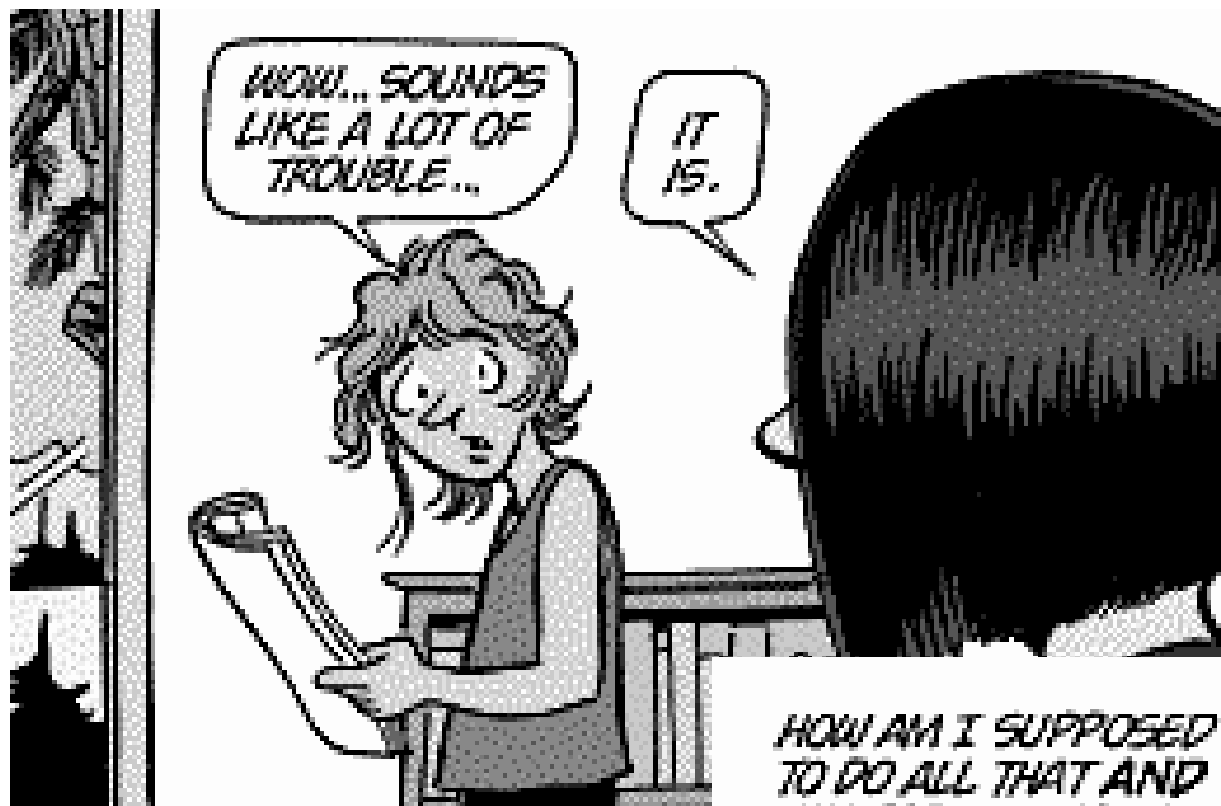
- Men are stereotyped as well
- Impact of stereotyping in the workplace
 - Recruiting & Retention
- Cultural impact





BECOMING THE NEW FEMININE IDEAL
REQUIRES JUST THE RIGHT COMBINATION
OF INSECURITY, EXERCISE, BULIMIA
AND SURGERY.







Professional Concerns

- Climate
- Pregnancy & Family Issues
- Retention
- Career growth



Hopkins vs. Price Waterhouse

- 1st Supreme Court ruling to use sex stereotyping arguments - 1990
- Ann Hopkins: “macho”, “needed a course at charm school”
- Denial of partnership was more about her violating traditional norms than her professional abilities.



Supreme Court's Ruling

"An employer who objects to aggressiveness in women but whose positions require this trait places women in an intolerable Catch 22: out of a job if they behave aggressively and out of a job if they don't. Title VII lifts women out of this bind."



What to do?

- Programs in primary and secondary education
- Organizational awareness
 - Does “training” really work?
 - Top down approach
- Affirmative action
 - Critical Mass
- Mentoring
 - Outreach Programs